



MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on April 12, 2006, immediately following the meeting
of the Closed Session, in Room GM 407-1, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Mr. John Aylen, Mr. David Bernans, Dr. Rama Bhat, Me Gerald C. Burke, Dr. June Chaikelson, Mr. Walter Chan, Dr. Sally Cole, Mr. Howard Davidson, Mr. Brian Edwards, *Vice-Chair*, Mr. Brent Farrington, Mr. Paul Gauthier, Ms. Suzanne Gouin, Mrs. Judith Kavanagh, Dr. Lawrence Kryzanowski, Dr. Claude Lajeunesse, *President and Vice-Chancellor*, Me John Lemieux, Ms. Christine Lengvari, Mr. Tony Meti, Mr. Desmond O'Neill, Mr. Thomas Price, Dr. Rhona Richman Kenneally, Mrs. Suzanne Sévigny, Dr. Hani Shennib, Mr. Mohamed Shuriye, Mrs. Mackie Vadacchino de Massy, Mr. Ivan Velan, Mr. Jonathan Wener, *Vice-Chair*

Non-voting Observers: Ms. Jean Freed, Mr. John Hall

Officers of the University: Ms. Kathy Assayag, Me Marcel Danis, Mr. Michael Di Grappa, Mr. Larry English, Mr. John Parisella, Dr. Martin Singer

Guests: Me Pierre Fréreau, *Assistant Secretary-General and General Counsel*, Mr. Guy Dumas, *Chief of Staff, Office of the President*

Absent

Governors: Mr. Charles G. Cavell, *Vice-Chair*, Hon. Baljit Singh Chadha, Mr. James Cherry, Me Rita de Santis, *Vice-Chair*, Mr. George Hanna, Dr. Arvind K. Joshi, Dr. William Knitter, Mr. David P. O'Brien, *Chancellor*, Mr. Alex G. Potter, Mr. Richard Renaud, Ms. Patricia Saputo, Mrs. Lillian Vineberg

1. Call to Order

The Open Session was called to order at 8:11 a.m.

1.1 Chair's remarks

Mr. Kruyt waived his remarks.

1.2 Approval of the Agenda

Upon motion duly moved and seconded (Chan, Vadacchino de Massy), it was unanimously RESOLVED:

R-2006-3-5 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of February 15, 2006

Upon motion duly moved and seconded (Chan, Vadacchino de Massy), it was unanimously RESOLVED:

R-2006-3-6 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on February 15, 2006, be approved.*

2. Business arising from the Minutes not included on the Agenda

There was no business arising from the Minutes.

3. Presentation regarding the Faculty of Fine Arts

Dean Wild began her presentation by stating that this is an exciting time for the Faculty and acknowledging the tremendous strides that the Faculty achieved under the leadership of Christopher Jackson. The presentation, entitled *Consolidating our Strengths, Widening our Lead*, will focus on the Faculty's current profile, where it is heading and the key tasks that have been identified in order to achieve its goals. She underlined the inestimable assistance she had received from faculty and staff in the preparation of the presentation and mentioned that images of student creations and endeavours from different programs will be shown throughout the presentation.

Dean Wild apprised the Board that the Faculty is the most comprehensive and the second-largest in Faculty of Fine Arts in Canada, with York University being its closest competitor in size and diversity. The Faculty has approximately 3200 students, offers 52 undergraduate and graduate programs with over 100 full-time faculty members and 250 part-time faculty members. The Faculty has nine departments for the visual and performing arts.

Dean Wild conveyed the new curricula initiatives, both at the undergraduate and graduate level, which have been recently approved as well as those currently in development in the short and long term. With respect to the admission criteria, she outlined that, aside from the usual academic requirements, several programs require a portfolio and/or an audition, in order to evaluate the applicant's technical skills and conceptual development. Since 1997, first year student applications have risen by 75% and registrations by 24%. In several departments and programs, there is a competitive entry, the ratio of entering students to applicants ranging from 1 in 5 to 1 in 10.

Dean Wild outlined the profile of the undergraduate student applications and registrations and indicated at which institutions they choose to pursue graduate studies. With respect to graduate enrolment, she noted a significant increase and gave the ratio of applications to registrations for 2005/2006. With respect to FTEs, there has been a 61% increase in graduate FTEs and 52% in undergraduate FTEs over the last decade. Among the key tasks for student enrolment, Dean Wild pointed out that increasing graduate funding is the biggest challenge. In today's competitive post-secondary climate, funding is essential to attract and retain highly-qualified applicants. This is crucial if Concordia is to maintain and increase its lead in graduate studies.

Dean Wild spoke of the student/faculty ratio and of the challenges associated with the development of long-term faculty renewal plan. She also apprised Governors of the three research institutes housed in the Faculty, of various collaborations between the Faculty and the larger community (such as the Musée d'Art Contemporain, Museum of Fine Arts, etc.). As for research support, she explained that the pattern of funding was quite different for the arts and reviewed the distribution of grants and funds. She gave an overview of the Faculty's financial situation, facilities and infrastructure, specifying that the Faculty has been carefully managed, but rising salaries and a fragmented infrastructure make it difficult to contain costs without damaging the quality of the educational environment.

In closing, Dean Wild summarized all of the keys tasks that she conveyed throughout her presentation and which are necessary for the Faculty to consolidate its strengths so that it may continue to be a champion of the arts as a vital and strategic activity that shapes and reflects contemporary culture. Pursuant to the presentation, Dean Wild responded to questions from Governors.

4. Presentation regarding strategic performance indicators (Document BG-2006-3-D3)

Dr. Lajeunesse said that the academic plan had been elaborated through an extensive consultation process. Each of the seven key challenges identified in the plan must be measured. It is hoped that, through this exercise, Board members will have a good understanding of Concordia and of the tools it requires for continued success and growth. The President invited Mr. Jocelyn Leclerc, Principal, Secor Consulting, to present the proposed strategic indicators, outlined in Document BG-2006-3-D3 which had been sent in advance to all Governors.

Mr. Leclerc mentioned that he had work closely with Mr. Bradley Tucker, Senior Analyst, Academic Planning, with respect to the validation of the scorecard. The information contained in the scorecard is designed to bring the Board into the strategic planning process in an efficient manner. Mr. Leclerc conveyed the context in which the scorecard was devised. The scorecard is tied to the academic plan, in that it will measure, for each of the seven key challenges, if the University is going in the right direction and whether the goals are appropriate and the various initiatives are consistent and effective.

Mr. Leclerc continued his presentation by outlining how the strategic scorecard was developed. The most accepted framework for higher education institutions monitors the success factors along the life cycle of studies. The framework includes the identification of the inputs, processes, outputs and outcomes in the context of the seven key challenges, which are identified in the academic plan. Inputs include the resources required to carry out the plan, such as the profile, number and origin of students, teacher profile, etc. Processes are the means used to deliver the programs, such as student/faculty ratio, research scholarly index, facilities, technology, etc. Outputs are the direct results of activities, such as the graduation rate, retention rate, successful students, etc. while outcomes are the quality of the benefits to the stakeholders, such as the degree to which the University meets the stakeholders' need, student satisfaction, etc.

Mr. Leclerc specified that the challenges outlined in the academic plan are the driving force of Concordia's scorecard. To develop the additional measuring excellence indicators called for in the plan, a comparison with four other leading universities which have widely accepted approaches and use similar tools to steer their strategic decisions has been done in order to flesh out Concordia's scorecard. Mr. Leclerc communicated the criteria used to ensure the validity of each of the indicators: availability of the data, availability of history/trends, availability of benchmarks and feasibility to split the analysis at the Faculty level.

Pursuant to this presentation, a discussion ensued during which Mr. Leclerc responded to questions from Governors. Mr. Kruyt thanked Dr. Lajeunesse for undertaking this iterative process and engaging the Board is a very useful dialogue. He encouraged Governors to convey their comments on the process. Dr. Lajeunesse mentioned that Mr. Bradley Tucker will be making a presentation at an upcoming Board meeting with respect to the progress of the academic plan.

5. Report of the President

Dr. Lajeunesse announced that Mr. Garry Milton, a pillar in the Office of the President over the past decade, has accepted the position of Director, Office of Research, and he acknowledged Mr. Milton's significant contribution. Mr. Milton's position of Executive Director has been replaced by that of Chief of Staff and has been filled by Mr. Guy Dumas. Dr. Lajeunesse introduced Mr. Dumas to the Board, specifying that the latter will work closely with Ms. Enza De Cubellis, Director of Administration.

Dr. Lajeunesse invited Mr. John Parisella, Special Advisor to the President on University Communications, to make some announcements. Mr. Parisella conveyed that further to a restructuring of the Communications unit, Ms. Christine Mota was promoted to Director of Media Relations. He introduced Ms. Tanya Churchmuch, recently appointed as Senior Media Relations Advisor. Ms. Churchmuch is a Concordia graduate, former anchor at Global News and outgoing President of Reporters without Borders. And lastly, he informed the Board that Ms. Sandra Spina, who had been a tremendous asset as Director of Marketing/Communications, had recently joined the Advancement and Alumni Relations office as its Director of Communications. Mr. Parisella was pleased to

inform the Board of Mr. Sami Antaki's appointment as Director of Marketing/Communications. Mr. Antaki has vast experience in advertising and fundraising and worked on Concordia's last capital campaign.

Upon invitation of Mr. Kruyt, Me Frégeau introduced Me Jonathan Levinson, recently appointed as Assistant General Counsel.

Dr. Lajeunesse concluded his remarks by underling the success of the recent opera event, *Hitting the High Notes*, and conveyed his appreciation to Kathy Assayag and her team, and more particularly Mr. Sharon Fraenkel, Director of Events in the Advancement and Alumni Relations office.

5.1 Update on the search for the Vice-President, Research and Graduate Studies

Dr. Lajeunesse apprised the Board that the Search Committee will be conducting its third meeting this morning. The draft profile for the ideal candidate has been circulated to the relevant constituencies for comments and the final draft will be submitted to the May Board meeting for approval. Dr. Lajeunesse mentioned that the search should move rapidly thereafter.

An advertisement for the position will be published in the April edition of *University Affairs*. The President concluded his update by mentioning that the members of the Search Committee are very appreciative of the assistance of the consulting firm, Janet Wright and Associates, which has extensive experience in academic searches.

6. Tuition fee increases for the Global Aviation MBA Program, the Graduate Diploma in Aviation Management and Graduate Certificate in Aviation Management (Document BG-2006-3-D4)

Mr. Kruyt mentioned that he had received comments from a few Board members with respect to the relevance of this program. Dr. Singer indicated that he would ask Dean Tomberlin to prepare a response and to be present at the May meeting. Accordingly, it was agreed to defer this item to the May Board meeting.

7. Approval of the Recreation and Athletics fee (Documents BG-2006-3-D5 and D6)

Mr. Bernans said he would vote against the motion, objecting to the process and invoking a lack of consultation of the graduate students. Had the GSA been informed of the proposed increases, a referendum question would have been put to all graduate students, as required by the GSA By-Laws, to seek their input on whether or not these increases should occur. Mr. Bernans requested that his comment be reflected in the Minutes.

Speaking privileges were granted to Mr. Roger Côté, Executive Director, Enrolment and Student Services. The latter clarified that CCSL has wide representation, including graduate students. Moreover, prior to the April CCSL discussion, mention of budget increases had been made at the Winter CCSL meetings, including an invitation to all

members of CCSL to meet with the service directors to review the budget proposal, further to which a number of students had met with the service directors. While not every CCSL member participated in these discussions, Mr. Côté specified that CCSL did not choose to exclude any member from these discussions.

Upon motion duly made and seconded (Lajeunesse, Shennib), it was RESOLVED with one opposed (Bernans) and one abstention (Chan):

R-2006-3-7 *WHEREAS the Concordia Council on Student Life (CCSL) is a non-academic advisory body which is mandated to make recommendations regarding student life and, more particularly, regarding the Recreation and Athletics budget and fee;*

WHEREAS, at its meeting of April 7, 2006, CCSL voted in favour of increasing the Recreation and Athletic fee in each of the next three years;

BE IT RESOLVED THAT, on recommendation of CCSL, the Recreation and Athletics fee be increased from its present level of \$2.52 per credit to \$2.77 per credit in the 2006-2007 academic year; to \$2.85 per credit in the 2007-2008 academic year; and to \$2.92 per credit in the 2008-2009 academic year, to take effect with registrations for the Summer term in each of the next three successive academic years (2006/1, 2007/1 and 2008/1 respectively).

8. Approval of the Student Services fee (Documents BG-2006-3-D5 and D7)

In response to a question, Mr. Di Grappa indicated that CCSL has recommended that this fee be continued at its current level but that a proposal to increase the fee will be re-discussed at the May CCSL meeting and brought back to the May Board meeting.

Upon motion duly moved and seconded (Lajeunesse, Kavanagh), it was unanimously RESOLVED:

R-2006-3-8 *WHEREAS the Concordia Council on Student Life (CCSL) is a non-academic advisory body which is mandated to make recommendations regarding student life and, more particularly, the Student Services budget and fee;*

WHEREAS, at its meeting of April 7, 2006, CCSL voted to maintain the Student Services fee at its current level for the 2006-2007, pending changes which may be recommended at the May 5, 2006 CCSL meeting;

WHEREAS, further to the outcome of the May 5, 2006 CCSL meeting, a Student Services budget and fee will be established for the next three years and presented to the Board of Governors for approval at its May 18, 2006 meeting;

WHEREAS in the meantime, a Board resolution is required to continue the collection of the current fee;

BE IT RESOLVED THAT, on recommendation of CCSL, the Student Services fee remain at its present level of \$6.90 per credit for the 2006-2007 academic year, to take effect with registrations for the Summer 2006 term (2006/1).

9. Approval of the establishment of the Concordia Institute for Cultural and Social Diversity (Document BG-2006-3-D8)

Speaking privileges were granted to Dr. Jack Lightstone, who was pleased to convey the proposal which had been written in consultation with 50 faculty members from three of the four Faculties. Dr. Lightstone outlined the double-pronged mission of the Institute and the salient features of the proposal. He expressed appreciation to the founding members as well as three external Board members, Dr. Hani Shennib, Mr. Baljit Chadha and Mrs. Lillian Vineberg, for their interest and feedback. The Provost indicated his full support for this endeavour and thanked Dr. Lightstone for his willingness to undertake this initiative. Dr. Lightstone responded to questions from Governors.

Upon motion duly made and seconded (Lajeunesse, Shennib), it was unanimously RESOLVED:

R-2006-3-9 *THAT, upon recommendation of Senate, the Board of Governors approve the establishment of the Concordia Institute for Cultural and Social Diversity no later than January 1, 2007, in accordance with the parameters set out in Document BG-2006-3-D8.*

10. Notice of motion regarding amendments to the Rules and Procedures for Senior Administrative Appointments and to the Evaluation Procedures for Senior Administrators in the Penultimate Year of their First Mandate (Documents BG-2006-3-D9 to D14)

Mr. Kruyt specified that no discussion is to be held today. The 30-day notice of motion was given in accordance to article 63 of the current search rules and procedures. The amendments will be discussed at the May 18 meeting, at which time the Chair of the Working Group, Me de Santis, will be present.

11. Update on the search for the Dean of the John Molson School of Business

The Chair of the Search Committee, Dr. Singer, informed Governors that the search was well underway. The Search Committee had retained the services of Provence Consulting. Advertisements will be published in several academic journals and newspapers. He said that last week's public consultation with JMSB faculty members and staff was attended by about 75 persons. The input received on the nature of the position and the direction of JMSB will be helpful in assisting the Search Committee in drafting the profile, which will be submitted to the June Board meeting for approval.

Dr. Singer also apprised the Board that tentative dates have been retained in October for the presentation of the short-listed candidates, with a view of presenting the Search Committee's recommendation at the November Board meeting.

12. Reports on Concordia's compliance with certain legal obligations

12.1 Report on compliance with fiscal requirements

Vice-President, Finance Larry English reported that he was satisfied with the procedures followed for computing and remitting taxes withheld from employees and employers' contributions from December 1, 2005 to February 28, 2006 as well as for GST and QST claims from November 1, 2005 to January 31, 2006 and that the University had fully complied with its statutory fiscal obligations. A copy of his written report has been deposited with the Secretary of the Board of Governors.

12.2 Report on compliance with environmental legislation and health and safety regulations

Vice-President, Services Michael Di Grappa mentioned that the full report was outlined in the *Quarterly environmental health and safety report on due diligence*, dated March 2006, which has been deposited with the Secretary of the Board of Governors. He gave the highlights with respect to the radiation safety program audit and the environmental audit and specified that the hiring of an Emergency Manager last autumn has allowed the University to make a number of important advancements in emergency planning.

13. Reports of the Vice-Presidents

13.1 Provost and Vice-President, Academic Affairs - Dr. Martin Singer (Document BG-2006-3-D15)

Dr. Singer informed the Board that a proposal to establish a School of General Studies had been approved by the Faculty Councils, the Council of the School of Graduate Studies and Senate. The proposal, together with a final analysis, will be submitted for approval by the Board at the May meeting.

13.2 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2006-3-D16)

13.3 Vice-President, External Relations, and Secretary-General - Me Marcel Danis (Document BG-2006-3-D17)

13.4 Vice-President, Finance - Mr. Larry English (Document BG-2006-3-D18)

13.5 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag (Document BG-2006-3-D19)

The other Vice-Presidents had no supplementary information to add to their written report.

14. Any other business

Mr. Price announced that he was tendering his resignation for personal reasons. He said that many questions had been raised with respect to the University's involvement in the CSU elections, namely that two student newspapers had encountered distribution difficulties due to University interference and the University's decision to offer trips to Cancun and bicycles.

Dr. Lajeunesse applauded the efforts to increase voter turnout, stating that democracy had worked well. Me Danis added that, to his knowledge, the University had no involvement in the above-mentioned incentives. Mr. Shuriye underlined that there was a record voter turnout, with 7886 students having participated. However, the incentives were the initiative of the Chief Electoral Officer to increase voter turnout, and he invited Mr. Price to address any concerns he had about the elections to the CSU Council.

Mr. Shuriye apprised Governors that the recent lecture on civic engagement by Ralph Nader had been very well attended and informed the Board of the CSU's participation in a protest yesterday in front of the Queen Elizabeth hotel, where Stephen Harper was making an appearance, for the transfer of funds and restoration of funding to post-secondary education to the 1994 level.

Mr. Farrington informed the Board that Concordia had hosted a very successful meeting of the FEUQ (Fédération des étudiants/es du Québec). Over 60 student associations were represented, and they were very impressed by the quality of the EV building conference facilities and of Concordia Security.

15. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, May 18, 2006, at 8 a.m., in Room GM 407-1, on the SGW Campus.

16. Adjournment

The Open Session adjourned at 10:06 a.m.



Danielle Tessier
Secretary of the Board of Governors